



America's First Choice

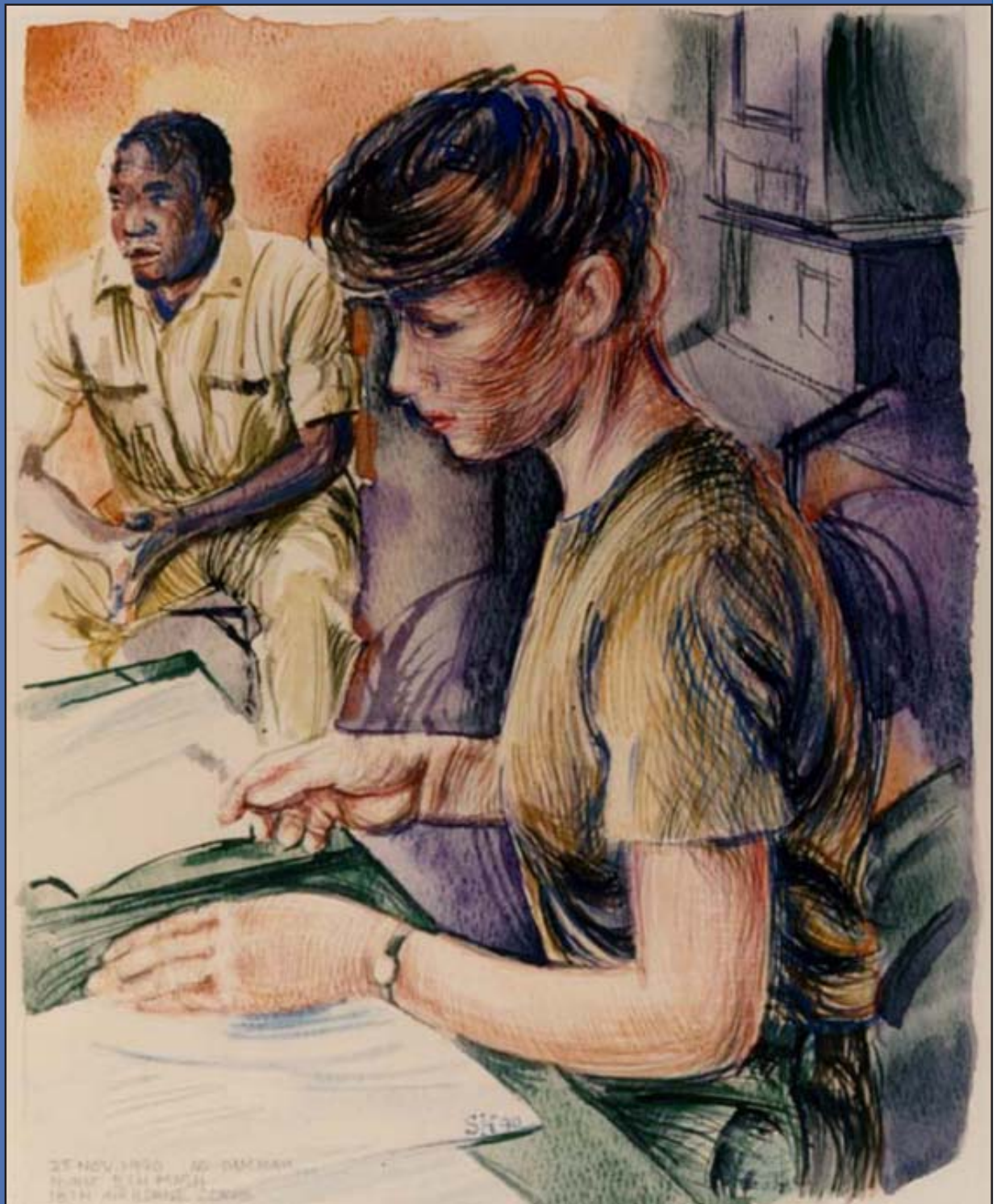
CONTACT

Vol. 24, No. 03

Magazine for and about Air Force Reserve members assigned
to the 349th Air Mobility Wing, Travis Air Force Base, California

March 2006

March celebrates Women's History Month



(See
articles on
Pages 6
and 9)

349th again exemplifies winning team

Well Spring is in the air and this year is starting off just as busy as last year for the wing. Many awards have been presented and our wing has received quite a few.

The Air Force Reserve Command announced in January the command's safety award winners for 2005 and our wing received two of them.

Lt. **Col. William B. Featherson**, 70th Air Refueling Squadron, was chosen the best additional duty flight safety officer in the command and the wing **Safety Office** received the ground safety achievement award for the command. I would like to extend my congratulations to the entire safety office for providing the guidance and training to the wing required to be unbeaten in maintaining this high level of safety standard, which is of the utmost importance to the ability to complete the mission successfully; kudos to each of you.

The wing recently received the Air Force Outstanding Unit Award – the eleventh time this wing has earned this prestigious award. I also was told last week that the wing received the Joseph A. McNeil Leadership Award for the best

Human Resource Development Council in the Air Force Reserve Command for the second consecutive time. It just confirms what I already knew – our wing is filled with outstanding performers ready to do what it takes to complete the mission.

I want to take a moment to repeat a story of professionalism and honor told by my vice commander **Col. Robert Millmann**. One duty day before heading home a military member has to run into the market downtown to pick up a gallon of milk and during that brief encounter a few people in the store see him in uniform and come up to him to give their “thanks” for all he and other military members do to protect the freedoms of Americans. When we go off base so many Americans see us in uniform and are proud of what we do, they see us as ‘heroes.’ I want to remind each of you that when you drive through the gates to enter the base – when you look at one another working together for the same cause – remember we are all professionals, military members serving our country. Treat each other with respect and remember what each of us brings to the table to complete the entire Air Force package. We each have our own



By Brig. Gen. Thomas M. Gisler, Jr.

specialties and perform them well. Alone we could not do what we do but together, each of us doing our part makes a huge difference on the American way of life. With that in mind we should view each other the way the community sees us – as heroes with thanks and appreciation.

On a final note, I am having a wing commander's call this month on each Sunday of each UTA at 10 a.m. in the base theater. **Col. Efrain Marrero** is briefing the wing on suicide prevention and I encourage each and every one of you to attend this informative presentation.

So with that said, enjoy your UTA, take advantage of the training to be had this weekend, be safe always and keep up the professional can do attitude that this wing exemplifies.

Answer to question is: “We” are the answer?

by Chaplain (Maj.) Le Bane Hall
349th Air Mobility Wing

Do you watch the game show Jeopardy? I was watching it the other night. I do not get very many of their questions right, let alone before the contestants say the answers, but on this particular day I knew an answer long before the contestants did. The category was Air Force and the question or in this case the answer was something like: the unit between a Division and a Squadron, the 662nd and the 349th are examples. I screamed “WING, WING, WING”

The first guy that buzzed in said battalion or something similar. I screamed even louder, “WING, WING, WING”

The second person buzzed in, “What is wing.” Alex said that they were correct and they went on to the next question/answer. It was not only cool knowing the answer, but great to actually be a

part of the answer.

As one of the many members of this unit there is a lot of pride that can be taken in the outstanding job that we do each and every UTA, each and every day. Missions are accomplished, tasks are completed and the professionalism displayed during their accomplishment is extraordinary. I go to many units as a chaplain to visit and it is amazing the level of expertise and talent that this wing possesses. I wonder if the writer of the Jeopardy question had any true knowledge of the unit or if he or she had just researched the answer in a book or on the internet. I wonder if someone they know had been a member of the unit or had worked with us in some capacity. I wonder if a member of their family had been helped in some way by the wing and they never forgot it. The answer to that question will probably never be known, but our ability to get the job done very well and in a timely manner IS known.

Have you noticed the number of awards and recognitions this unit receives? It is

not because of a few people in high profile jobs that cause our wing to be noticed, but rather the integrity, character, honesty, performance and love for our country that shines from all of us that leaves a lasting impression on the observer.

Oh, the members of our wing are not perfect. We do not float on air or move mountains with a snap of our fingers. Yet, we do give 100 percent to keep our country safe and our community healthy and encouraged. This fact was demonstrated by the vast amount of giving done by the 349th Wing members to various organizations and volunteer groups during the year.

Thank you for your personal sacrifice as a member of this wing! Also, thanks to the families that we leave at home. Their invaluable support provides strength and peace allowing us to serve in the Armed Forces.

God bless you all and keep up the good work.



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March 2006

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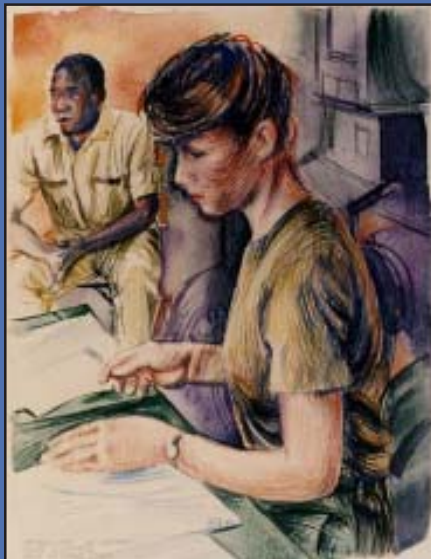
The theme for Women's History Month 2006 is "Women: Builders of Communities & Dreams." Take this time and look at some of the most influential women who played a major role in building American communities and dreams.

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On the Cover



Military Women in History: More than 150,000 American women served in the Women's Army Corps (WAC) during World War II. Members of the WAC were the first women other than nurses to serve within the ranks of the United States Armed Forces. Both the military and the American public initially had difficulty accepting the concept of women in uniform. By the end of the war their contributions would be widely heralded.

This illustration by Army Specialist First Class Sieger Hartgers, 1990 is titled "NURSE, 5th MASH" is a tribute to the fine work of military women in history and their continued commitment shown in today's Armed Forces. Be sure to read the two articles on women's history in this issue on Pages 6 and 9.

My heroine, Amelia Earhart's humble beginnings

In honor of Women's History Month, I pay homage to one of our nation's pioneers and my personal heroine, Amelia Earhart. As a young girl, I read everything I could about her because she was so inspirational and, at the time, was one of the few females discussed from a historical view. Read on for her personal observations about life as she experienced it:

"After midnight the moon set and I was alone with the stars. I have often said that the lure of flying is the lure of beauty, and I need no other flight to convince me that the reason flyers fly, whether they know it or not, is the esthetic appeal of flying."

"The stars seemed near enough to touch and never before have I seen so many. I always believed the lure of flying is the lure of beauty, but I was sure of it that night."

"Flying may not be all plain sailing, but the fun of it is worth the price."

"...decide...whether or not the goal is worth the risks involved. If it is, stop worrying...."

"I lay no claim to advancing scientific data other than advancing flying knowledge. I can only say that I do it because I want to."

"Worry retards reaction and makes clear-cut decisions impossible."

"Better do a good deed near at home than go far away to burn incense."

"The most difficult thing is the decision to act, the rest is merely tenacity. The fears are paper tigers. You can do anything you decide to do. You can act to change and control your life; and the procedure, the process is its own reward."

"My ambition is to have this wonderful gift produce practical results for the future of commercial flying and for the women who may want to fly tomorrow's planes."

"One of my favorite phobias is that girls, especially those whose tastes aren't routine, often don't get a fair break... It has come down through the generations, an inheritance of age-old customs which produced the corollary that women are bred to timidity."

"Preparation, I have often said, is rightly two-thirds of any venture."

"The woman who can create her own job is the woman who will win fame and fortune."

"It is far easier to start something than it is to finish it."

"Anticipation, I suppose, sometimes exceeds realization."

"Courage is the price that Life exacts for granting peace; the soul that knows it not, knows no release from little things."

"The more one does and sees and feels, the

more one is able to do, and the more genuine may be one's appreciation of fundamental things like home, and love, and understanding companionship."

"The soul's dominion? Each time we make a choice, we pay with courage to behold restless day and count it fair."

"Women must try to do things as men have tried. When they fail, their failure must be but a challenge to others."

"[Women] must pay for everything.... They do get more glory than men for comparable feats. But, also, women get more notoriety when they crash."

"...now and then women should do for themselves what men have already done - occasionally what men have not done—thereby establishing themselves as persons, and perhaps encouraging other women toward greater independence of thought and action. Some such consideration was a contributing reason for my wanting to do what I so much wanted to do."

"In my life I had come to realize that when things were going very well indeed it was just the time to anticipate trouble. And, conversely, I learned from pleasant experience that at the most despairing crisis, when all looked sour beyond words, some delightful "break" was apt to lurk just around the corner."

"Never interrupt someone doing something you said couldn't be done."

"No kind action ever stops with itself. One kind action leads to another. Good example is followed. A single act of kindness throws out roots in all directions, and the roots spring up and make new trees. The greatest work that kindness does to others is that it makes them kind themselves."



By Command Chief Master Sgt.
Patricia A. Thornton

"Adventure is worthwhile in itself."

"Never do things others can do and will do, if there are things others cannot do or will not do."

"The more one does and sees and feels, the more one is able to do, and the more genuine may be one's appreciation of fundamental things like home, and love, and understanding companionship."

"The most effective way to do it, is to do it."

"Not much more than a month ago I was on the other shore of the Pacific, looking westward. This evening, I looked eastward over the Pacific. In those fast-moving days, which have intervened, the whole width of the world has passed behind us -except this broad ocean. I shall be glad when we have the hazards of its navigation behind us."

— Amelia Earhart, several days before she left for Howland Island and disappeared.

What a wonderful legacy she left for all, influential beyond her comprehension. Her spirit lives on today and will continue to foster the "Just do it!" courage of tomorrow.

WOMEN'S HISTORY MONTH ACTIVITIES

March 2006

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
	SafeQuest Donation Drive: date TBA		1	2	3 <i>Tethered Article</i>	4
				Comradery Advertising 1100 - 1300	Fun Run/Walk: 1100-1300	
5	6	7	8	9	10 <i>Tethered Article</i>	11
12	13	14	15	16	17 <i>Tethered Article</i>	18
				Self Defense Class 1200-1600 Travis Fitness Center		
19	20	21	22	23	24 <i>Tethered Article</i>	25
		Fitness Training Day 4730-1600 Travis Fitness Center	Lunch n Learn 1100 - 1400 TCC			
26	27	28 Closing Luncheon Silent Auction 1100 - 1230 BEC	29	30	31 <i>Tethered Article</i>	

349th Air Mobility Wing hosts AFRC Safety Conference

by 1st Lt. Robin Jackson
349th Air Mobility Wing Public Affairs

More than 150 Reserve Safety personnel attended the command-wide Safety Conference hosted by the 349th Air Mobility Wing at Travis AFB, which ran Jan. 24-27.

Brig. Gen. Thomas Gisler, Jr., 349th Air Mobility Wing commander, welcomed all of the members to the conference.

"It is an honor for the 349th to host the safety conference because safety is extremely important to us," said General Gisler. "I spent most of my career as a safety officer, both active duty and reserve, and I feel we can not spend too much time on this important aspect of our mission. Whether we are at war or not — safety should always be priority one with our focus on keeping our people safe, equipment working and making sure the mission is being done."

"I want to let you know that I appreciate each and everyone of you for doing your job and giving reservists the right tools to be successful," said General Gisler.

Maj. Gen. Robert Duignan, 4th Air Force commander, thanked each member for conducting safety at their unit and for attending this conference.

"We all realize the mission is paramount but we have to do it safely," said General Duignan. "The mission drives the whole train but it is vitally important that we emphasize that safety has to be on our mind at all times so the mission is done right."

According to General Duignan, we need to change the culture in our organization and demand perfection. No matter what the task is we have to do it right 100 percent of the time, the first time.

"If aircrew were only required to put the gear down 95 percent of the time none of us would get on that aircraft, with the thought that this may be the 96th time," said General Duignan. "We expect the gear to come down all of the time; we expect 100 percent; anything less is not good enough."

This conference provided a venue to present current and projected Command Safety initiatives. In addition, it provided a format for invaluable safety cross-tell,

"The mission drives the whole train, but it is vitally important that we emphasize that safety has to be on our mind at all times so the mission is done right."

**-- Maj. Gen. Robert Duignan,
4th Air Force commander**

cross-talk and recognition.

Some of the discussion topics for the conference are witness interviewing techniques, Unit Compliance Inspection preparation, air refueling mishaps, crew training international guidelines and overall safety program requirements to name a few.

"Headquarters Safety leaned forward and requested input from the units on which topics they wanted discussed

during the conference," said Master Sergeant Matt Kern, 349th Air Mobility Wing Ground Safety Manager. "This opens the cross-talk between units and with that the entire command benefits from the experience of other units."

Command recognition was also part of the conference with many units receiving awards for their safety programs.

"I would like to thank everyone that took part in the conference especially Master Sgt. Matt Kern who spearheaded all of the local arrangements for us," said Col. Leslie Anzjon, AFRC Director of Safety. "With everyone's active participation and cooperation we were able to have a very productive conference."

"The mission is why we are here, however safety is the way we do business," said General Duignan. "The awards that you receive represent the things that you emphasize in your units and these awards reveal that you are doing it the right way and your organization is following the culture safety is developing for them."

General Duignan challenged all safety members to work hand and glove with their commanders; be a pest and make safety a priority. "If we don't aim for perfection we are never going to get there," said General Duignan.



photo by Technical Sgt. Wendy Weidenhamer, 349th Public Affairs

Maj. Gen. Robert Duignan, 4th Air Force commander, addresses the group of safety professionals at Travis AFB. The 349th Air Mobility Wing hosted the Air Force Reserve Command Safety Conference at Travis Jan. 24-27.

Women in 349th have, continue to make, history

by Staff Sgt. Meredith Mingedorff
349th Air Mobility Wing Public Affairs

Women's history is America's history. It is the story of how we came to be, who helped us get there and who is pushing us forward. The month of March has officially been Women's History Month since 1987 when President Ronald Reagan agreed that the female contribution to our nation had been absent from school curriculum for long enough.

No doubt about it, women have certainly had significant influence in several aspects of U.S. history and their accomplishments within the United States Armed Forces are particularly notable. As Air Force members we have probably all heard of Ester Blake, the first enlisted woman in the Air Force, and should all know that Chief Master Sergeant Grace A. Peterson was the first female Chief Master Sergeant, but did you know that even today women are still pioneering otherwise male dominated career fields? There are thousands of examples of female leadership throughout Air Force history, but female firsts are still popping up everywhere and not without note. From Ester Blake and Grace A. Peterson to our very own Command Chief, Chief Master Sergeant Patricia A. Thornton, women are

still taking on new roles and accomplishing more than ever.

As the first female Command Chief for the 349th Air Mobility Wing, Chief Master Sergeant Patricia A. Thornton is history in the making. She is responsible for advising the wing commander on the health, welfare, morale and discipline of approximately 3,400 Reservist and their families. In short, she has an amazing amount of influence over the day-to-day operation of the largest Air Force Reserve associate wing in the nation.

Role models can be anyone, a professional, a personal friend or family member, perhaps even someone leading you from the past or from afar. Chief Thornton recalls being inspired by the accomplishments of Amelia Earhart and mentored by both her mother and grandmother.

"Mom still teaches me to make lemonade with lemons. She has a zest for life I rarely see in anyone. Obstacles made her better not bitter. She also provides me with an appreciation for the wonders of people, the arts and so much more. She is a gracious, spiritual soul.

As for my Grandma, she was awesome. Because her Mom died when she was a teenager, she raised her 13 brothers and sisters, and then went on to have her own family of five children. She was spiritual,

kind, firm, and in the spirit of James Brown's song, 'Papa Don't Take No Mess', 'Mama didn't take no mess!' She died when I was 10 but left an indelible mark on me."

The Chief has had a challenging career. She began her enlistment as an Avionics troop, moved on to become a flight engineer on several different

aircraft the C-141B, C-5A/B and KC-10 and eventually became both an instructor and evaluator on the KC-10. Her appointment as Command Chief for the 349th AMW came after serving as Chief Flight Engineer for the 70th Airlift Refueling Squadron. Her positive attitude, professionalism and achievements make her an ideal mentor for any Airman; her position makes her a pioneer. Not only paving the way for young Airmen, the Chief is also an inspiration to her contemporaries and senior leadership.

"I remember being inspired when I saw Chief Thornton was to be our new Command Chief," said 349th Inspector General, Lt. Col. Marla Sandman.

Although she would never say so herself, Colonel Sandman is also an inspirational female leader. The 349th Inspector General began her career as an enlisted Weather Specialist. In a time when females in the military were still few and far between, the Colonel recalls the male role models in her life were a driving force in her career.

"I have to say I have been inspired by the success of our enlisted, both male and female. I grew up in a very patriotic family. My father served and I just considered it an honor to be able to serve my country," said the Colonel. "I feel that I have been treated very fairly and have been lucky to receive equal opportunity. Particularly early in my career, I had a lot of encouragement from male role models. They definitely helped me shape my leadership style into what it is today. The important thing to remember for any member is that you don't have to be someone you're not to succeed in the Air Force Reserve."

After an initial enlistment of nine years the Colonel went on to get her commission through the Deserving Airman Commissioning Program at McGee-Tyson Air Guard Base, Knoxville, Tenn. She has served as a Supply Officer, Transportation Officer, Executive Officer, Maintenance Officer and Logistics Readiness Officer. Colonel Sandman assumed command of the 55th Aerial Port Squadron in September 2002 and served in that capacity until October 2005 when she was offered the position of 349th AMW Inspector General. When asked what type of legacy

(See Military Women Page 9)



Lt. Col. Marla Sandman, 349th Inspector General, remembers being inspired by Chief Master Sgt. Patricia A. Thornton, 349th Command Chief -- Chief Thornton is the first female to hold the position of Command Chief in the wing.

Air Force realigns similar to 'J-staff' model

by Staff Sgt. C. Todd Lopez
Air Force Print News

The staff functions at Headquarters Air Force, major commands and warfighting headquarters now, or will soon all share the same "A-staff" structure.

As of Feb. 1 the Air Staff at Headquarters Air Force adopted an organizational structure that closely mirrors the Army's "G-staff," the Navy's "N-staff" and the joint "J-staff." The effort will help the Air Force optimize internal communications and communicate more efficiently with other services, said Brig. Gen. Marshall K. Sabol, the Air Force director for manpower, organization and resources.

"This change will enhance our warfighting capability and help our communications both horizontally and vertically in the Air Force, as well as with those on the joint staff and the office of the secretary of defense," General Sabol said. "As we operate in deployed and joint environments, our communication will also be more effective and efficient."

The affected Air Force functions will be renamed and realigned so similar functions at all levels are referred to by the same name. Those same functional groupings will closely match other services and the joint staff.

At Headquarters Air Force, the deputy chief of staff for manpower and personnel is now called "AF/DP." Under the reorganization, he will be referred to as "the A1." The A1 in the Air Force is responsible for plans and policies covering all military life cycles and civilian personnel management.

Changes at major commands and warfighter headquarters' levels that have not yet adopted the A-staff structure will follow suit by May 1. Similar functions at all levels will be "re-mapped" to nine standardized A-staff areas of responsibility. Those areas include:

- A1 - Manpower and Personnel
- A2 - Intelligence
- A3 - Air, Space and Information Operations
- A4 - Logistics
- A5 - Plans and Requirements
- A6 - Communications
- A7 - Installations and Mission Support

Support

- A8 - Strategic Plans and Programs
- A9 - Analyses, Assessments and Lessons Learned

By adopting this staff structure, the Air Force will eliminate the difficulty sometimes encountered when leadership at one headquarters attempts to contact functional counterparts at another.

"Back in November, if I were to try to get a hold of a person that dealt with manpower issues, one command might call that the A5M, another the XPM, and still another the DPM," General Sabol said. "That is very confusing. And even if you were to compare phonebooks, not one of them looks the same. This reorganization will change that."

General Sabol said, there have been concerns in the field the reorganization would equate to job loss. The reorganization will neither create nor eliminate jobs, he said. What the reorganization will do is make it easier for

Airmen to do their jobs, both within the Air Force and the joint environment.

"Whether you are at work, deployed or even working from home, this will make it easier for you to do your work," he said. "Wherever you are, you are going to know who to talk to and how to communicate."

As part of the A-Staff structure, the Air Force assistant vice chief of staff will also serve as the director of staff. This title allows for better association with the joint staff and other services. Retaining the assistant vice chief of staff nomenclature is required to fulfill the representational role the person plays in dealing with attaches and communication to foreign contingents while representing the chief of staff.

Not all functions of the Air Staff will be affected by the reorganization. The reorganization will not change special staff offices assigned to the Secretary of the Air Force and will not filter down to the wing level.



NSPS implementation delayed, for now

by Technical Sgt. Mark Diamond
Air Mobility Command Public Affairs

Recent changes to the National Security Personnel System implementation schedule and timelines have pushed back deployment of the new program within Air Mobility Command to as far away as October, according to AMC officials.

One of the most significant changes to the Department of Defense personnel system in 27 years, NSPS will eventually replace the Defense Department's decades-old General Schedule personnel ranking and pay system.

The Defense Department is using a spiral approach to incrementally convert DOD civilian employees to NSPS over a two- to three-year period.

Spiral 1.1, implementation of NSPS within AMC, was set to begin in February with about 350 civilian employees at McConnell Air Force Base, Kan. The next implementation phase within AMC, Spiral 1.2, was to occur about a month later with about 4,150 employees at McGuire AFB, N.J.; Dover AFB, Del.; Charleston AFB, S.C.; and Scott AFB. The remaining AMC bases were scheduled to convert during Spiral 1.3.

Because of the recent changes to the NSPS time lines and implementation schedule, however, command NSPS experts said no AMC employees will convert to the new system before October.

In a message to Air Force senior leaders Jan. 13, Lt. Gen. Roger Brady, the Air Force's Deputy Chief of Staff for Personnel, said changes to the NSPS time line and implementation schedule changes are necessary to ensure the redesign of the proposed NSPS performance evaluation architecture is "robust, yet clear, simple and understandable."

The general said that adjusting the time lines will also allow time to resolve legal issues revolving around NSPS. He also said the new schedule will provide more time for "useful dialogue with labor unions

as seamless a transition as possible while providing timely information and education to our civilian work force."

She said it's also important that employees and supervisors stay "fully engaged" in the implementation of the new system.

Throughout the Defense Department, Spiral 1.1 will be downsized from the original 70,000 employees to about 11,000. And in the Air Force, the original Spiral 1.1 implementation of nine installations and about 17,000 employees has been changed to a group of 3,100 employees in primarily supervisory or professional positions.

Although the schedule and time line changes will delay the implementation of NSPS throughout the Defense Department, General Brady said the delay will be beneficial.

"[Deputy Secretary of Defense] Gordon England has always said the NSPS schedule was event-driven," said the General. "He decided the performance management system was too complicated and not focused enough on mission accomplishment to do for you and your commanders what it needed to do, so he stood by his word and called for a rework. We will all benefit from this delay in the long run."

For more information about the implementation schedule and locations or activities involved in the revised 1.1 implementation, visit <http://www.cpms.osd.mil/nsps/index.html>.



representing our employees in the continuing collaboration process."

Brenda Romine, Air Mobility Command's NSPS command champion, said that although the implementation of NSPS has been delayed, educating AMC's civilian work force is as important as ever.

"Our commitment has not changed," said Ms. Romine. "We still plan to push for

Air Force Assistance Fund campaign begins

The Air Force Assistance Fund "Commitment to Caring" campaign, runs until May 5. AFAF provides Airmen the opportunity to contribute to any of the four official Air Force charitable organizations.

Now in its 33rd year, 100 percent of designated AFAF contributions benefit active-duty, Reserve, Guard, retired Air Force people, surviving spouses and families. Last year, Airmen exceeded the campaign goal as they contributed more than \$7.3 million.

Airmen need look no further than the aftermath of the hurricanes that devastated portions of the southern United States to understand the benefit the fund provides the Air Force community.

Air Force Chief of Staff Gen. T. Michael Moseley recently announced a \$5.4 million goal for this year's fund drive. People may contribute through cash, check, money order or payroll deduction to:

— The **Air Force Aid Society**, which provides Airmen and their families with emergency financial assistance. Base family support centers have full details on programs and eligibility requirements, or visit <http://www.afas.org/>.

— The **Air Force Enlisted Village Indigent Widow's Fund** in Fort Walton Beach, Fla., provides rent subsidy and other support to indigent widows and widowers of retired enlisted people 55 and older. More information is available at <http://www.afenlistedwidows.org>.

— The **Air Force Village Indigent Widow's Fund** in San Antonio, a life-care community for retired officers, spouses, widows or widowers and family members. The Air Force Village Web site is <http://www.airforcevillages.com>.

— The **General and Mrs. Curtis E. LeMay Foundation**, which provides rent and financial assistance to indigent widows and widowers of officers and enlisted people in their own homes and communities. The LeMay Foundation Web site is <http://www.lemayfoundation.org/>.

Contributions to the AFAF are tax deductible. For more information, visit <http://afassistancefund.org> or the Air Force Fund-raising Web site at <http://www.afpc.randolph.af.mil/votefund>.

Women: Builders of communities, dreams

by Master Sgt. Linda Nesbeth
349th AMW Military Equal Opportunity

The theme for Women's History Month 2006 is "Women: Builders of Communities & Dreams."

Women's History Week was first celebrated in 1978 in Sonoma County, Calif. In 1987 this celebration expanded to include the entire month of March which coincides with International Women's Day first celebrated March 8, 1911, in Europe.

In celebration of this year's theme, let's look at some of the most influential women who played a major role in building our communities and dreams. These women fought many obstacles to make their dreams a reality; thus setting the stage for all women to dream the impossible dream.

- **Elizabeth Blackwell** - the first women to receive her medical degree in 1849.
- **Victoria Claflin Woodhull** - the first woman presidential candidate in 1872. Nominated by the National Radical Reformers.
- **Susanna Medora** - the first woman elected mayor of an American town in 1887.
- **Alice Guy Blanche** - the first American woman film director in 1896.
- **Jeannette Rankin** - the first woman elected to the U.S. House of Representative in 1916.
- **Edith Wharton** - the first women to win

a Pulitzer in 1921.

- **Nellie Ross** - the first woman to serve as governor of Wyoming in 1925.
- **Amelia Earhart** - the first women to fly solo across the Atlantic in 1932.
- **Lettie Pate** - the first woman to serve as the director of Coca-Cola Company in 1934.



- **Sandra Day O'Connor** - the first woman justice to the Supreme Court in 1981
- **Dr. Sally Ride** - the first American woman to be sent into space in 1983.
- **Dr. Antonia Novello** - the first woman (first Hispanic) sworn in as U.S. Surgeon General in 1990
- **Shiela Widnall** - the first woman

secretary of a branch of the U.S. military. She was appointed to head the Air Force in 1993.

- **Janet Reno** - the first woman U.S. attorney general in 1993.
- **Madeleine Albright** - first woman U.S. Secretary of State in 1997.
- **Lt. Kendra William (USN)** - first woman combat pilot to bomb an enemy target in 1998.
- **Nancy Ruth Mace** - the first female cadet to graduate from the Citadel, the formally all-male military school, in 1999.

These women are true trailblazers setting the stage for all women to achieve their dreams, but let's not forget our mothers, daughters, and sisters who are not in the spotlight. The women who carry on the day-to-day tasks of raising a family and working, being a stay at home Mom and/or going to school. Their contributions in building our communities are endless and should not be taken for granted. Author Anne Morrow once said *"by large, mothers and housewives are the only workers who do not have regular time off. They are the great vacationless class."*

So in honor of Women's History Month, please take time to say "thank you" to all the women in your life for holding everything together, for being there for you, and for making you the wonderful person you are today.

Military Women...

(Continued from Page 6)

she would like to leave behind Colonel Sandman said, "I hope that I serve as a role model for all members of the Air Force not just the females. I hope I am setting the appropriate example for all my subordinates and making it easier not more difficult for any of them. I think leadership is a calling to serve. Regardless of gender, the higher you go as a leader the more people you serve. If you remember that you'll keep your head on straight."

Women make up about 23 percent of the 349th AMW workforce. By mere perception, we might be inclined to believe that women can not do a particular job because they are not well represented in the career field. Colonel Sandman feels she has been given equal opportunity in the United States Air Force and sights "trail blazers" before her for leading the way.

Take time this month to look into our Air Force and Wing history. Find at least one example of female leadership from which you can draw inspiration. Nurture that young Airman, male or female. Foster their growth and encourage their minds.

You may be the driving force that encourages that young person to attain more, conquer challenges or beat a weakness. Leading by example and showing how those before you have succeeded will inspire those around you, seen and unseen. By treating every individual with mutual respect and fairness you empower the mission and allow for unlimited potential.

Despite small numbers, women make up an integral part of the mission, which can only be accomplished with the help of every Team Travis member, male or female. Team work and diversity are keys to success for the Air Force Reserve. Without the insight of each and every member we lose strength. Each person brings something unique to the fight. It is our charge to recognize it and put it to use. Having an awareness of what each individual contributes to the work center, life and future is important. The month of March is meant to encourage you to educate yourself and those around you about the contributions of women in American history. In doing so, you broaden your mind, creating pathways for stronger, more capable teams.

Awards recognize Air Force Reserve outstanding safety performances

Air Force Reserve Command officials announced in January the command's safety award winners for 2005.

The awards recognize achievements in flight, ground and weapons safety along with well-done performances between Oct. 1, 2004, and Sept. 30, 2005.

The 944th Fighter Wing at Luke AFB, Ariz., captured the most individual and program awards.

In flight safety, Col. Udo K. McGregor and his nine-person C-5 aircrew from the 439th Airlift Wing, Westover Air Reserve Base, Mass., received the aircrew distinction award. Other members of the crew are Maj. Lee A. Fueling and Justin T. Greiner, Senior Master Sgt. Richard W. Turpin, Master Sgts. Robert P. Morin, Gregory A. Baker and Robert R. Motley, Tech. Sgt. Richard W. Gauvreau, Staff Sgt. Michael J. Pasternak, and Senior Airman Ryan C. Johnson.

Lt. Col. Christian R. Fellhoelter of Luke's 944th FW was named the top flight safety officer in the primary duty category. **Lt. Col. William B. Featherson, assigned to**

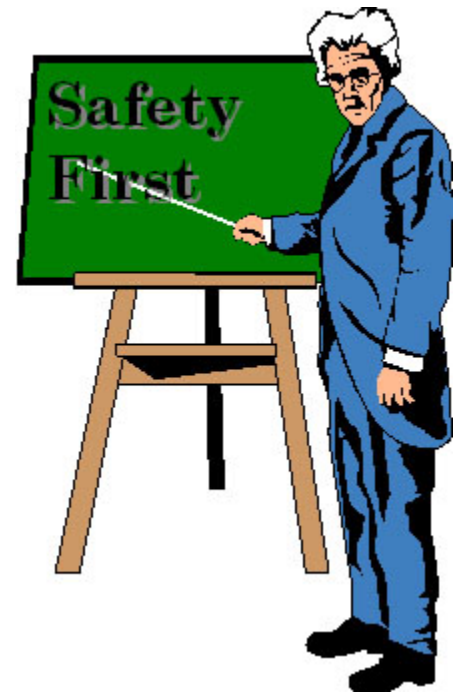
the 70th Air Refueling Squadron, 349th Air Mobility Wing, Travis AFB, Calif., was chosen the best additional duty flight safety officer. Luke's 944th FW also had the distinction of having the best flight office, and the 315th AW, Charleston AFB, S.C., garnered the flight safety achievement award.

In ground safety, Senior Master Sgt. Michael E. Eckert of Luke's 944th FW was selected the top NCO, and Terry D. Goines of the 926th FW, Naval Air Station Joint Reserve Base New Orleans, La., was picked as the top civilian. **Travis' 349th AMW safety office was awarded the ground safety achievement award.**

The weapons safety NCO award went to Master Sgt. Michael R. Sherman, 301st FW, NAS JRB Fort Worth, Texas. Charles D. Hill and his 944th FW program at Luke got the civilian weapons safety award and weapons safety achievement award.

Maj. Mark J. Tirrell of Westover's 439th AW received the aviation well-done award. A 301st FW crash recovery crew from NAS JRB Fort Worth, Texas, took the ground well-done award. Members of the crew are

Senior Master Sgt. Dennis J. Walters, Tech. Sgt. Mike A. Donnelly, and Staff Sgts. Jeffrey D. Powers and Todd A Sigler. *(AFRC News Service)*



Position-vacancy promotions change

Air Force Reserve Command is changing the way it determines the number of early officer promotions, known as position-vacancy promotions.

"Starting with the February Air Force Reserve Major Promotion Selection Board, we will link position-vacancy promotion quotas to mandatory promotion board quotas," said Col. Shaun Kelleher, chief of the directorate of personnel's force management policy division in the Office of Air Force Reserve. "But, PV promotions will still not be at the expense of mandatory board promotions."

To obtain the number of position-vacancy promotions, the Air Force Reserve will take a percentage of its mandatory board quotas. For lieutenant colonel it will be 20 percent of the mandatory board quota, and for major 30 percent.

"For the first time, we will know how many position-vacancy promotions will be available before a promotion board convenes and be able to predict the number of PV promotions in the future," Colonel Kelleher said.

In the past, the Air Force Reserve applied a percentage to the number of position-vacancy nominations submitted to determine how many people were promoted. There was no way to predict the number of officers submitted for PV consideration, so there was no way to predict the number of resulting PV promotions until the board actually convened.

Analysis shows the number of officers submitted for position-vacancy promotion consideration increased almost 70 percent in

the past five years. For promotion to major, the number grew from 107 nominated to almost 180. For promotion to lieutenant colonel, the number climbed from 273 to more than 450.

As a result, the number of officers promoted early to major and lieutenant colonel increased, with no means to accurately predict the number of position-vacancy promotions in the future. This created a major obstacle in the promotion-planning process.

Under the new policy, the number of position-vacancy promotions will decrease and become more predictable.

In 2005, the Air Force Reserve selected 107 officers for PV promotion to major. If the new formula had been applied, the number selected would have been 30 percent of 290 or 87.

Last year 182 were picked for PV promotion to lieutenant colonel. The new formula would have yielded 20 percent of 486 or 98 selectees.

"Position-vacancy promotions are to be used for 'exceptionally well qualified' individuals," Colonel Kelleher said. "With this change, commanders will have to look closer at those being nominated and only forward their truly best qualified officers."

Although there are no position-vacancy promotions to colonel, the early promotions to major and lieutenant colonel created larger year groups eligible for promotion to colonel. These larger year groups increased the number of officers promoted, which resulted in more colonel selectees than colonel positions available. *(AFRC News Service)*

349th Aeromedical Evacuation Squadron brings home "gold"

by 1st Lt. Caroline Lorimer
349th Air Mobility Wing

The 349th Aeromedical Evacuation Squadron was named as the Outstanding Aeromedical Evacuation Squadron on Nov. 2, at the Association of Military Surgeons of the United States medical conference that was held in Nashville, Tenn.

The AES' main mission currently is to support the transportation of patients involved in Operation Iraqi Freedom and Operation Enduring Freedom both in the United States and overseas.

As a team they might have their feet in America, their eyes in the skies or their toes in the desert sand, but the 349th AES members are a very welcome sight to those whom they are transporting for medical care.

"Every member believes in the importance of our mission and understands the critical impact we have on our patients," said Col. Alan Baskin, AES commander.

These dedicated workers spend many hours away from home in support of

operations. From IV therapies and monitoring vital signs to possible medical emergencies while in flight, these 349th AES Travis Team members take great pride in their job as they provide medical care in the air as they transport injured Airmen, Marines, Sailors, Soldiers and civilians to larger medical facilities for additional care.

These 349th members give a different perspective to title of Reservist, since up to 40 percent of the squadron deployed to support OIF and OEF and assisted in transporting almost 3,000 patients.

"It's truly the commitment and dedication of the members – it's heart felt," said Capt. Paula Creamer, 349th AES flight nurse.

Colonel Baskin and Captain Creamer credit the team's commitment, leadership and high level of training, as well as their willingness to step up the plate as large contributing factors to the 349th AES receiving this high level award, which is considered coveted in the medical community.

"I am impressed everyday by the commitment and knowledge of my senior leadership, NCOs and Airmen," said

Colonel Baskin. "I am extremely proud to have such a solid team. I have no doubt in their abilities and expect more great things from them in the future."

349th AES is hiring

The 349th Aeromedical Evacuation Squadron is looking for energetic and dynamic people who want to join a winning team and be apart of an exciting job in the United States Air Force Reserve.

Aeromedical Technicians and Flight Nurses provide care to wounded service members during air transportation.

If you are Interested in becoming a part of this awesome team, the 349th AES is now interviewing candidates for X4N0X1 - Aeromedical Evacuation Technicians, the point of contact for additional information and to possibly schedule an interview is Master Sgt. Taylor Dowtin at (707) 424-3867. For X46F3 - Flight Nurses positions, contact Major Frank Santos at (707) 424-4059 and for 4A0X1 - Medical Administrative Personnel positions, contact Technical Sgt. Lenora Davis at (707) 424-4124.

Promotions



Chief Master Sergeant

Scott K. McMillan, 349th MAS



Senior Master Sergeant

James A. Henley, 349th MDS
Jennifer J. LePore, 312th AS
John L. Moore, Jr., 349th OG
AlA. Padilla, 55th APS
Kirk D. Stewart, 349th AMXS
Mark A. Valdez, 312th AS



Master Sergeant

Jennifer R. Barreras, 55th APS
Salvatore J. Cardinal II, 312th AS
Andrea E. Mastro, 349th AMDS
Wendy M. Neville, 349th ASTS
Sharon E. Robison, 312th AS
Travis H. Roupp, 349th CS
Charles C. Russell, Jr., 79th ARS
Tracey L. Tyree, 349th AMDS
Michael R. Wallis, 312th AS



Technical Sergeant

Edward R. Andrews, 349th MDS
Lan H. Ballard, 349th SFS
Blake T. Bandy, 55th APS
Joshua S. Blackford, 82nd APS
Ronnie C. De Los Reyes, 55th APS
Randy L. Kyle, 349th CMS
Stephen M. Langone, 82nd APS
Craig A. Lentz, 349th EMS
Jeffrey W. Martin, 349th CS
Onofre V. Milan, Jr., 349th MDS
David J. Newhouse, 349th EMS
Jeffrey A. Quenga, 82nd APS
David L. Smith, 349th AES



Staff Sergeant

Sharie Denit Arnold, 349th SFS
Jensen B. Brandt, 79th ARS
Stephanie A. Brooks, 349th EMS
Danilo D. Larios, Jr., 82nd APS
Ceasar A. Perez, 82nd APS
Douglas K. Smith, 79th ARS



Senior Airman

Abraham P. Abilar, 349th ASTS
Joan F. Alba, 349th MAS
Amy Lynn Aragon, 349th MDS
Clint E. Bailey, 349th AMXS
Amy Lee Buffaloe, 349th MDS
Danny J. Chehaiber, 349th AMXS
Denecia S. Colebandy, 349th MAS
Jacob A. Glashof, 45th APS
Victor M. Mendoza, 349th MAS
Derek D. Revette, 349th MAXS
Jason E. Reyes, 349th CES
Krystal A. Robinson, 349th MSS
Nicholas S. Tague, 82nd APS
Joshua A. Taylor, 349th CMS
Antonio D. Untal, 349th AMXS



Airman First Class

James A. Brinkman, 349th MDS
Mikaela A. Sims, 349th MSS



Airman

Anthony D. Sterling, 79th ARS

Promotions were effective Jan. 1, 2006

Wing Spotlight

Name: Teresa Serrano

Rank: Technical Sergeant

Organization: 82nd Aerial Port Squadron

Job Title and Responsibilities: Supervisor Load Planning

Years in the Reserve: 7 years

What is the most meaningful part of being in the Reserve?

As a member of the Air Force Reserve, I have the opportunity to be a part of something bigger than me. Serving my country has not only given me a great source of pride, but has allowed me to join another family. The people in my squadron as well as those I've met along the way have become extended members of my own family, bringing valuable and life-long friendships as well as knowledge to my life. My leadership, my mentors, my peers, they have all had a hand in the Airman that I've become. And not only has the Reserves provided me a great family, but the opportunities for education, employment, and overall character building are endless. The training I have received has allowed me to find my niche as a civilian for the 60th Aerial Port Squadron, allowing me to further both my military and civilian knowledge concurrently. In addition, the education benefits are assisting me in completing my bachelor's degree in a program geared towards working adults. Joining the Air Force Reserve has been one of the best decisions I have ever made, broadening my horizons and bringing my life to a level of success I never imagined.



photo by Senior Master Sgt. Marvin Meek
349th Air Mobility Wing Public Affairs

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Upcoming Cell Phone Use Restriction While Driving



- **Effective 27 Feb 06:** AFI 31-218, Joint Traffic Regulation, will state vehicle operators shall not use cell phones unless the vehicle is safely parked or unless they are using a hands free device



- Using a non-hands-free cell phone while driving on a DOD installation will be considered a "primary offense" meaning violators can be stopped solely for this offense
- Offense is enforceable under "other moving violations" category and 3 points will be assessed against the driver
- Applies to all vehicles (POV and GOV) on base and GOVs (including GSA-Leased) off base.
- **Bottom line – start breaking bad habits now!**

Team Travis...America's First Choice!